



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

JUL 16 2003



MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Business Initiative Council (BIC)

We have just concluded our fifth cycle of BIC initiatives, continuing a highly successful process of bringing good ideas to fruition quickly. This cycle of submissions was the largest effort thus far, with the most initiatives submitted and approved. Clearly the innovative focus is continuing to spur thoughtful ideas to improve our business-like processes and free up limited resources. Your innovative suggestions addressed all aspects of Army operations, administration, resource management, manpower, and logistics, and clearly reflect that there is no limit to the number of high quality ideas available to improve our Army.

On June 18, I reviewed 32 initiatives submitted in response to my most recent request. I approved 17 of these initiatives — nine for implementation within the Army and seven for submission to the DoD BIC as Defense-wide initiatives. I decided to defer action on four initiatives that need further study and four were not accepted. The remaining eight initiatives are already being worked by emerging processes and web-based technologies.

The approved initiatives, described in the enclosure, will help the Army in a number of ways. Some initiatives will improve current processes by reducing the logistics tail during deployment and simplifying the parts re-ordering/replacement system. Other initiatives seek to streamline cumbersome procedures, including making it easier for military families to determine their dependents' eligibility for benefits. Finally, a number of initiatives seek new ways to spend our funding more wisely by better managing the depot enterprise and its workload and by establishing a more comprehensive and efficient environmental screening process.

I have tasked the Secretariat and Army Staff to begin developing implementation plans for the approved initiatives, and I ask for your continued support in putting the initiatives into action as soon as possible. I look forward to receiving the next set of candidate initiatives, which are due by August 15, 2003.

Our need for more efficient and effective business processes has never been more critical. The sustained attention you are giving the BIC program ensures that ongoing innovation is encouraged. I thank each of you for helping provide leadership and direction for the program, and I ask that you extend my appreciation to the individuals in your organizations that have devoted time and effort to develop, submit, and evaluate proposed initiatives.

R. L. Brownlee
Acting Secretary of the Army

Enclosure

SUBJECT: Army Business Initiative Council (BIC)

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CYCLE 5 INITIATIVE SUMMARIES

APPROVED FOR ARMY IMPLEMENTATION

Standardized and Rechargeable Military Batteries: This initiative will promote the use of standardized batteries to improve battery availability in times of increased need, and will further encourage the use of rechargeable batteries in combat situations. Currently, the shrinking industrial base for military-unique batteries impacts unit readiness and interoperability, as well as place increasing demands on the Army for portable power.

An Enterprise Solution for Reverse Auctioning: This initiative will establish Army-wide reverse auction capabilities and guidance by creating business and policy standards, and obtaining a perpetual license for reverse auction software. Currently, there is no Army-wide standard or policy for reverse auctioning.

Streamline Waiver Process for Army Regulations: This initiative proposes adopting a waiver process clause for all regulations, instructions, and memoranda that allows commanders and managers to request waivers directly to the Service proponent. This eliminates the “middle person” in the process and, in turn, expedites the overall approval process of regulation changes, leading to more efficient government operations.

Implement Parts Commonality with Unit Set Integrated Logistics Support: This initiative will identify/implement standardization of parts throughout the Logistics system, with a specific focus on the eight different models of trailers in the current inventory. By leveraging commonality among the eight trailer systems there are opportunities for cost avoidances, manpower savings, reduction of the logistics footprint and simplification of the sustainment process.

Converting Publications to Object Based Format: Currently, the Army has thousands of publications. Many cover the same information, and changes or additions to any of them are time-consuming and take months to years to become institutionalized. This initiative proposes to create an object based publication system comprised of low-level, stand-alone topics stored as xml files in a central, web-based repository.

Improve Dependency Determination Process: The initiative would streamline, automate and web enable the process for determining Army family dependents to one that is more transparent and less paper intensive. The process should be user friendly, provide timely feedback and ensure commonality between the Defense Financial and Accounting Service (DFAS) and Defense Eligibility Enrollment Reporting System (DEERS) databases.

Initial Environmental Site Investigation Improvement: This initiative would develop comprehensive guidance and process improvements to integrate future initial environmental screening efforts to include a more comprehensive record search effort

(i.e., include munitions elements and robust aerial imagery analysis with current hazardous and toxic wastes elements). Under current Army guidance, all information needed for a comprehensive environmental baseline is not integrated, resulting in flawed site characterizations.

Ground Systems Industrial Enterprise (GSIE): The GSIE concept is intended to allow depots to operate in a much more cost-effective manner. Consideration and implementation of important changes is necessary to allow the Army to leverage the full capabilities of its industrial base in meeting the needs of Army Transformation. Current legislative restrictions and requirements on Army depots workloading affect the Army's organic industrial base and overall operation.

Conduct Virtual Army Boards: The initiative proposes that boards use Internet video/web collaboration and digitized records to allow board members to work at their home station without traveling to a central location. The initiative proposes a one-year pilot program using this process for administrative (non-statutory) boards.

APPROVED FOR FORWARDING TO DoD BIC

Reduce SIPRNet Activation Cycle Time: Under this initiative, tools such as a consolidated status database and workflow analysis will be developed to enable more efficient scheduling and tracking of SIPRNet (secure internet) installations, thus reducing delay of service and improving mission performance. Under current practice, it can take four to eight months from when a SIPRNet connection is requested to when it is actually installed.

Establish Defense Finance and Accounting Service Cost and Rate Commission (CRC): Under this initiative, the Office of the Secretary of Defense, Comptroller, and the Services will work together to find ways to achieve greater visibility and oversight. One approach to be considered will be the establishment of a board or commission, similar to those in place for other activities, to review annual rates, approve new starts and changes to rate structures and rate development, and develop and implement cost control initiatives. This initiative has been well received by the DoD BIC.

Eliminate Hard Copy Leave and Earnings (LES) Statement: Under this initiative, a campaign would be conducted to encourage employees to register with myPay and to cancel the mailing of the hard copy LES. Currently, DFAS mails a hard copy LES to civilians each pay period, but offers a web-based system, myPay, that allows individuals to view or download their LES information. Potential savings is \$1.3M per year.

Reduced Fares for DoD Contractors on Official Travel: This initiative would allow contractors traveling on official government travel orders to purchase airline tickets, rent vehicles or secure hotel rooms at the government rate, saving money and reducing contract overhead costs.

Test and Evaluation Master Plan (TEMP) Approval Process Improvement: This initiative will improve the coordination and approval process for TEMPs at DoD. Under current DoD regulation (DoDI 5000.2), TEMPs are required at each milestone decision. However, delays often result because DoD representatives that help prepare TEMPs are not authorized to approve the final coordination documents.

Remove Ceilings on Procurement Funded Workload: Office of Management and Budget policy requires that procurement-funded work for others (some Foreign Military Sales, conventional ammo, some depot overhauls, etc.) be financed by funded reimbursement authority (FRA), and sets a ceiling for FRA 15-18 months prior to the start of the fiscal year. When estimates are inaccurate and the Services must request a FRA increase from OMB, the result is unnecessary delays and underutilized capacity. This initiative would allow the procurement appropriations to use Automatic Reimbursement Authority, which means that work done for others would not be constrained by a ceiling.

Streamline Sensitive Compartmented Information (SCI) Clearances for Contractors: U.S. Army Intelligence and Security Command (INSCOM) has developed and deployed Army Contractor Automated Verification System, a system that significantly accelerates the processing of SCI clearances for contractors. The system uses Microsoft's .NET technology to significantly reduce the time required to process this level of clearance to enable individuals to begin working as soon as possible. The initiative proposes that the system be made available for processing of contractor clearances and suggests it could be exported across DoD.